
EXECUTIVE SUMMARY
MAYOR AND BOARD OF ALDERMEN

Submitted By: Michael O'Connor, Mayor

Date: 3/20/2019

Presented By: Marc DeOcampo, Executive Assistant for Administration

Other Staff Present:

Meeting Dates

Workshop: 03/20/2019

Business Meeting: N/A

Public Meeting: N/A

Agenda Item: Progress report on the on-going development of the 2030 Strategic Plan including a draft of the city mission, vision, and goals.

Background Information:

The Office of the Mayor is in the process of creating the first strategic plan for The City of Frederick. The plan will capture the overarching ten year vision of the City. It will categorize important issues and prioritize action items. The plan will guide all future planning documents and assist with the budget preparation process.

Development of the plan is broken into three phases:

- **Phase I** - Information gathering, public outreach, and formulation of a city mission, vision, and goals
- **Phase II** - creation of objectives, action items, and prioritization of action items
- **Phase III** - final review and approval by the Mayor and Board of Aldermen

Phase I began with five community engagement events held in different geographical areas of the city allowing for more diverse constituent participation. The starting point for the engagement revolved around 27 vision statement elements that were derived from the on-going City Branding Project. Over 125 individuals attended. Additionally an on-line questionnaire was launched over a four week period yielding over 400 contributors. The result was over 1,200 suggested data points. The input was also combined with the recommendations from the Strategic Opportunities Advisory Team (SOAT). Analysis of phase I led to the development of the draft city mission, vision, and goals by the Mayor in collaboration with staff.

Committee Recommendations if Applicable: N/A

Fiscal Impact: N/A

Recommendation: N/A

Supporting Documentation: PDF of presentation

Director:  **Date:** 03/11/2019

Concurrence Needed:

	Initials	Date	Email
<input type="checkbox"/> Legal:	_____	_____	<input type="checkbox"/>
<input type="checkbox"/> Budget:	_____	_____	<input type="checkbox"/>
<input type="checkbox"/> Finance:	_____	_____	<input type="checkbox"/>
<input type="checkbox"/> Purchasing:	_____	_____	<input type="checkbox"/>
<input type="checkbox"/> Public Works Operations:	_____	_____	<input type="checkbox"/>
<input type="checkbox"/> Engineering:	_____	_____	<input type="checkbox"/>
<input type="checkbox"/> Parks and Recreation:	_____	_____	<input type="checkbox"/>
<input type="checkbox"/> Planning:	_____	_____	<input type="checkbox"/>
<input type="checkbox"/> Police:	_____	_____	<input type="checkbox"/>
<input type="checkbox"/> Human Resources:	_____	_____	<input type="checkbox"/>
<input type="checkbox"/> Economic Development:	_____	_____	<input type="checkbox"/>
<input type="checkbox"/> Other:	_____	_____	<input type="checkbox"/>

City of Frederick

Mission, Vision & Goals Development

Strategic Plan 2030

M. O'Connor

M. DeOcampo

2019.03.20

Mission Statement - Rationale

A mission statement is a formal summary of the aims, values, and purpose of City government.

It must clearly communicate to its employees, constituents, external vendors, and stakeholders what is that we do and why we do it.

<i>What do we do:</i>	Provide service
<i>How do we do it:</i>	Responsively, effectively, and creatively
<i>Why we do it:</i>	To promote and enhance health, safety, and welfare
<i>For whom:</i>	The Community

Draft Mission Statement

The City of Frederick
provides responsive, effective, and creative service
that promotes and enhances health, safety, and prosperity
within our community.

Introduction

Community Engagement

The Office of the Mayor is in the process of creating the first strategic plan for The City of Frederick. The plan will capture the overarching ten year vision of the City. It will categorize important issues and prioritize action items. The plan will guide all future planning documents and assist with the budget preparation process.

Development of the plan is broken into three phases:

Phase I - Information gathering, public outreach, and formulation of an overall city mission, vision statement, and plan goals

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Phase III - final review and approval by the Mayor and Board of Aldermen

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Introduction

Community Engagement (Phase I)

Vision Statement Samples | 27 derived from Branding Project (nearly 100 focus group participants)

Meetings | 5 meetings in different locations throughout the city

Web | Online questionnaire opened for 4 weeks

Outreach | Webpage, Twitter, Facebook

In Person Attendants | Over 125

Online Participation | Over 400

Total Data points Collected | Over 1,200 (In person and Online)(to be utilized in phase II)

Additional SOAT Recommendations | 169 Recommendations (to be utilized in phase II)

Methodology

Community Engagement Dot results + Online Dot results

Vision Statement	Category	Meetings	Online	Total
Managing growth - balancing prosperity and quality of life	Land Use	62	197	259
Need for affordable housing / Maintaining a sense of opportunity for all (ALICE)	Economics	99	153	252
History is alive, but the focus is forward / Past and Present / Rich history and traditions	History	29	214	243
Vibrant downtown	Culture	48	180	228
Friendly, welcoming spirit, inclusivity / Ensuring the identity of Frederick speaks to all areas	Social Issues	42	174	216
Need to create vibrancy outside of downtown / Balancing the vibrancy of downtown with the suburban areas	Land Use	33	147	180
Need more local jobs	Economics	46	115	161
Need for improved & broadened transportation options	Transportation	45	95	140
High levels of citizen engagement and pride / High degree of unified civic engagement	Culture	39	100	139
Diversity of people, places, and experience	Social Issues	50	83	133
Creativity in many ways (from science to culture)	Culture	27	97	124
Easy pace, simple - small town feel and lifestyle	Culture	13	87	100
Strong sense of place urban and pastoral	Culture	16	54	70
Proximity to Baltimore and D.C	Economics	4	57	61
Fort Detrick, Biotech and Life Sciences industries	Economics	10	40	50
Sense of place and experiences	Culture	7	31	38
Unified action among varied people, care, conviction, determination	Social Issues	17	19	36
Discovering, advancing, protecting, curing, solving	Economics	11	20	31
Need for more highly trained talent	Economics	5	22	27
Cradle of American history	History	5	20	25
Cohesive, collaborative nature	Culture	4	20	24

Methodology

Community Engagement Dot results + Online Dot results

Recombined similarly worded Vision Statements together to reduce “split voting”

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Categorized vision statements by common themes (thematic distribution check)

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Methodology

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Top Ten

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Cohesive, collaborative nature	Culture	4	20	24

Top 10 Vision Statements

- Managing growth - balancing prosperity and quality of life (259)
- Need for affordable housing / Maintaining a sense of opportunity for all (ALICE) (252)
- History is alive, but the focus is forward / Past and Present / Rich history and traditions (243)
- Vibrant downtown (228)
- Friendly, welcoming spirit, inclusivity / Ensuring the identity of Frederick speaks to all areas (216)
- Need to create vibrancy outside of downtown / Balancing the vibrancy of downtown with the suburban areas (180)
- Need more local jobs (161)
- Need for improved & broadened transportation options (140)
- High levels of citizen engagement and pride / High degree of unified civic engagement (139)
- Diversity of people, places, and experience (133)

Vision Statement Distribution

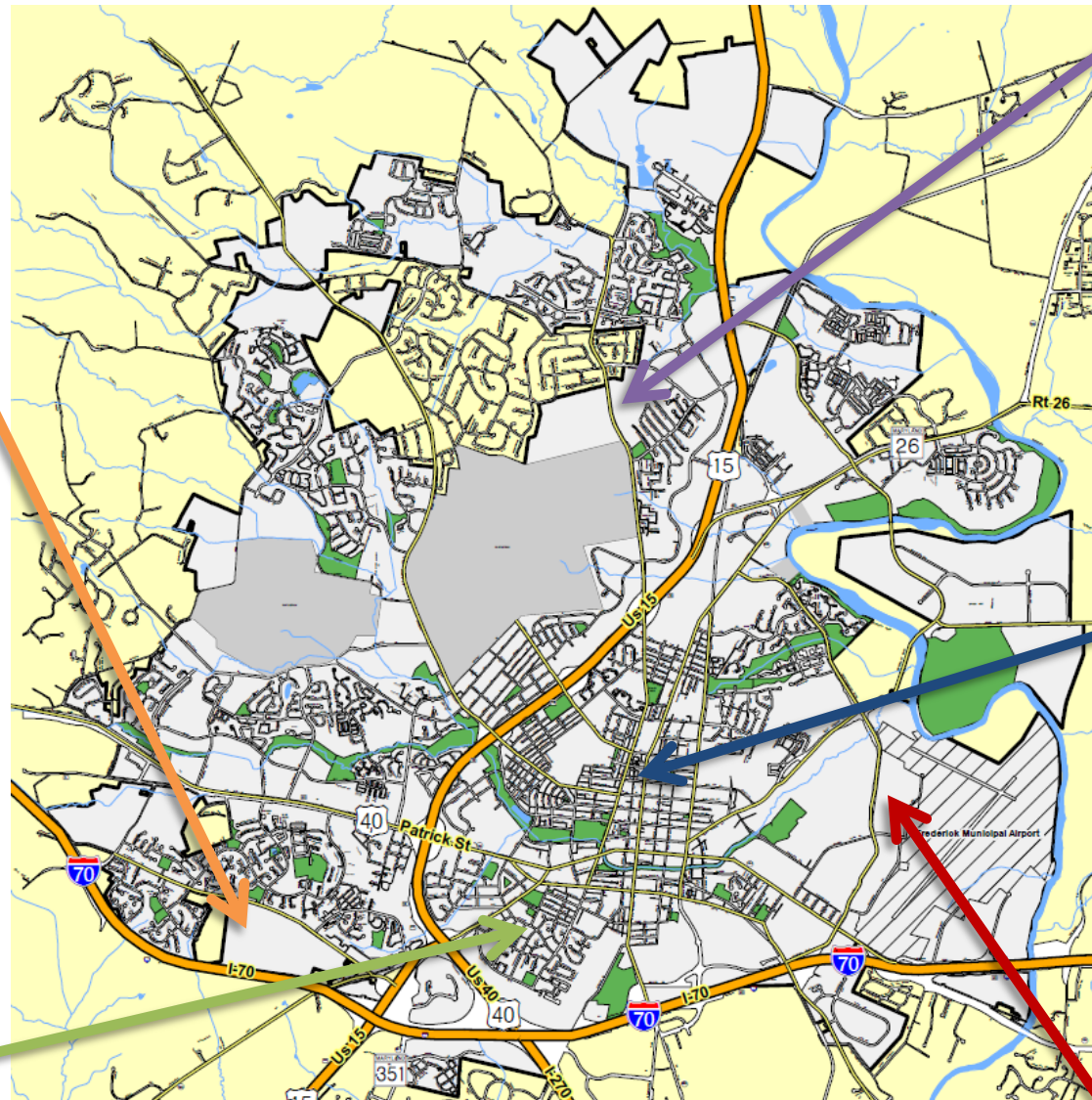
Top 5 by geographic area & Online (original statements)

Butterfly Ridge ES - West

- Managing growth – balancing prosperity and quality of life
- Need to create vibrancy outside of downtown
- Friendly, welcoming spirit, inclusivity
- High levels of citizen engagement
- Need for affordable housing

Burck Street - South

- Need for affordable housing
- Maintaining a sense of opportunity for all (ALICE)
- Need for improved/broadened transportation options
- Diversity of people, places, and experiences
- Vibrant Downtown



Monocacy MS – North

- Need for affordable housing
- Need for improved / broadened transportation options
- Managing growth – balancing prosperity and quality of life
- Need more local jobs
- Vibrant Downtown

Bernard Brown - Downtown

- Vibrant Downtown
- Diversity of people, places, and experiences
- Managing growth – balancing prosperity and quality of life
- Need for affordable housing
- Friendly, welcoming spirit, inclusivity

AOPA – East

- Need for local jobs
- Managing Growth – Balancing prosperity with quality of life
- Rich history and traditions
- High level of citizen engagement and pride
- Need for affordable housing

Online

- Managing growth- balance prosperity and quality of life
- Need for affordable housing
- Diversity of people, places and experiences
- Vibrant downtown
- Need for more local jobs

Managing growth, balancing prosperity and quality of life
| Need for affordable housing | Maintaining a sense of
opportunity for all | History is alive, but the focus is
forward | Past and Present | Rich history and traditions
Vibrant downtown | Friendly, welcoming spirit,
inclusivity | Ensuring the identity of Frederick speaks to
all areas | Need to create vibrancy outside of
downtown | Balancing the vibrancy of downtown with
the suburban areas | Need more local jobs | Need for
improved & broadened transportation options | High
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A sustainable city through:

Managing growth

Affordable housing

Opportunity for all

Past and Present

Vibrant downtown

Vibrancy outside of downtown

Local jobs

Broadened transportation options

Civic engagement

Diversity

Basis for a City Vision...

Draft Vision Statement

The year is 2030: Over 85,000 people call Frederick home. Even more choose to make Frederick an integral part of their lives as a place to work, learn, innovate, and relax. Frederick is a nationally recognized model for thoughtfully managed sustainable urban growth. Prosperity is balanced with housing, employment, and cultural opportunities for all. Our vibrant historic downtown is complemented by a variety of dynamic modern neighborhood centers, welcoming new residents and entrepreneurs. In Frederick, employers large and small provide competitive employment opportunities for a majority of the city's workforce. Through a spectrum of well-coordinated transportation choices, movement within, around, and beyond Frederick to the nearby metropolitan areas is made easy. Diversity of talents, cultures, and life stories abounds in Frederick. All voices are encouraged and respected, fostering one of the most civically engaged small cities in America. Together with its rich history, Frederick is a progressive, eclectic, and authentically charming city.

Draft Goals

Advancing thoughtfully managed sustainable urban growth

Encouraging housing, employment, and cultural opportunities for all

Strengthening a vibrant historic downtown

Inspiring dynamic modern neighborhood centers

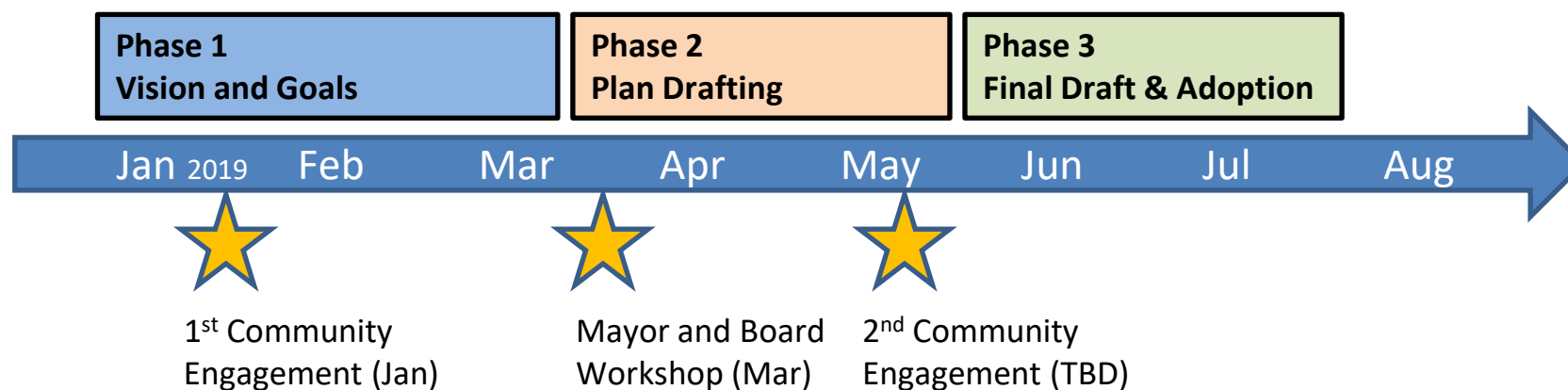
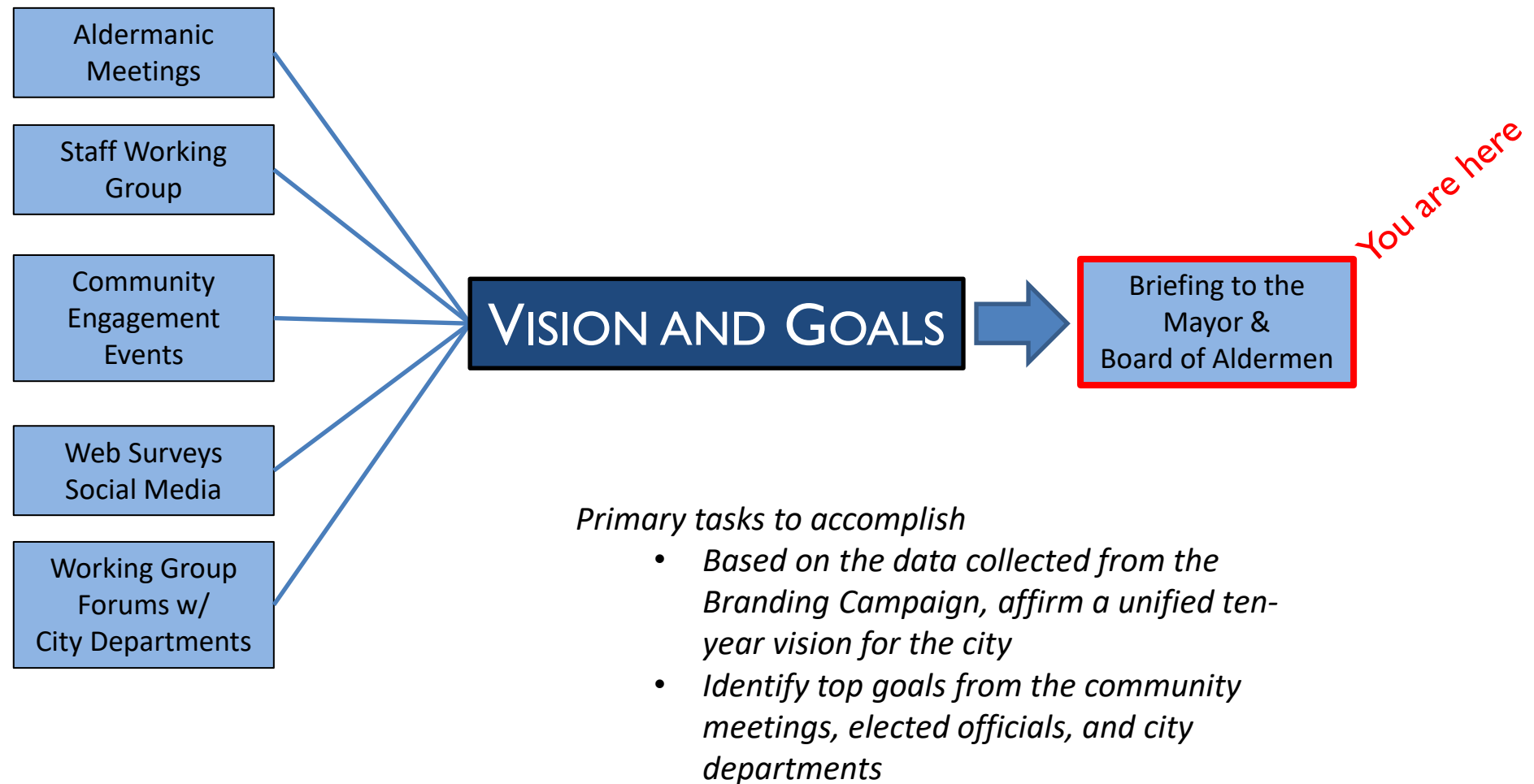
Providing competitive employment opportunities

Maintaining and expanding a spectrum of well-coordinated transportation choices

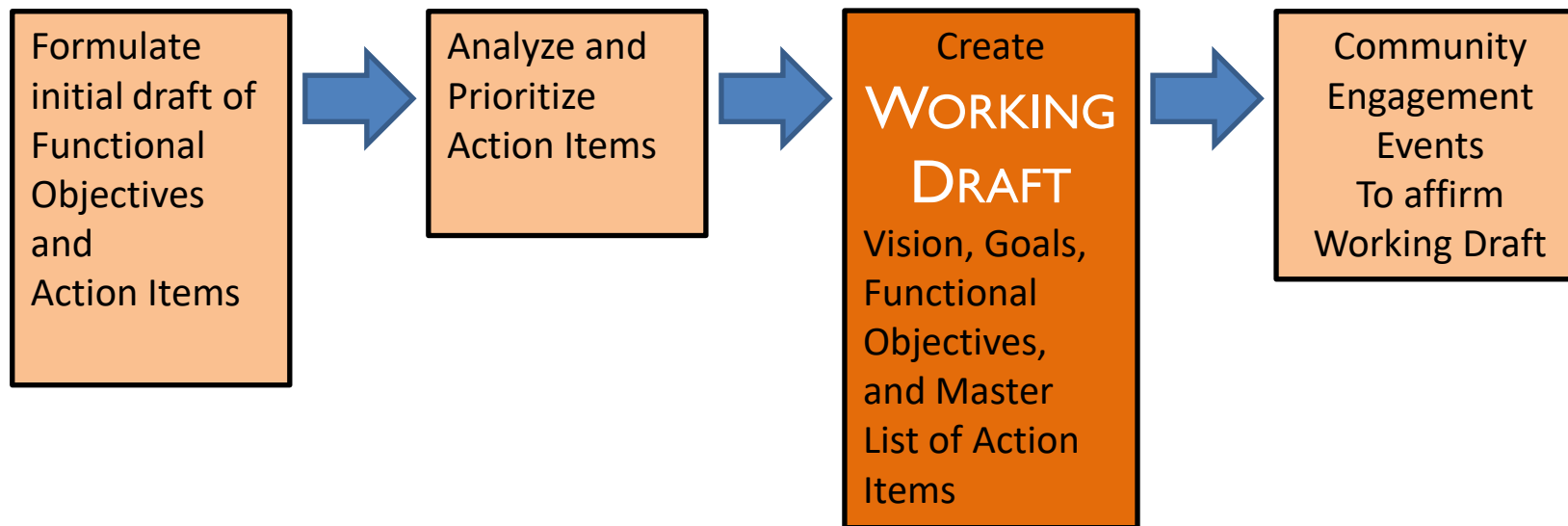
Enhancing the diversity of talents, cultures, and life stories

Fostering civic engagement

The Planning Process | Phase 1



The Planning Process | Phase 2



The Planning Process | Phase 3

